



# HRMT20024 *Managing Human Resources*

## Term 1 - 2017

Profile information current as at 25/04/2024 10:12 pm

All details in this unit profile for HRMT20024 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

Organisations are facing a crisis in productivity and global business competition which is threatening their very existence in the market. Coupled with this challenge is the demand that organisations deliver an increased quality of work life to employees and comply with an intricate and complex set of laws, regulations and court decisions. This unit provides an introduction to human resource management (HRM), and to frameworks explaining the core functions of HRM such as planning, recruitment, development, reward and motivating employees. You will examine how human resources functions or techniques help an organisation to perform efficiently and effectively and assist organisations to achieve competitive advantage, organisational objectives, strategies and long-term economic survival. Finally, the unit encourages you to think about what HRM means based on different natures of work, organisation sizes, industry sectors and in different cultural contexts and to consider what constitutes ethical human resource management. If you have successfully completed the unit HRMT20007 you should not enrol in this unit.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 8*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 1 - 2017

- Brisbane
- Distance
- Melbourne
- Sydney

### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Online Quiz(zes)**

Weighting: 20%

#### 2. **Written Assessment**

Weighting: 35%

#### 3. **Written Assessment**

Weighting: 45%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Students course survey, in person communication

**Feedback**

Detailed feedback for written assessments

**Recommendation**

Detailed feedback will be provided for written assessments.

**Action**

This has been achieved. Evaluation results demonstrate that greater feedback has been provided and improved students' experience.

#### Feedback from Students course survey

**Feedback**

More examples/ case studies in each topics for better understanding of the application of the theories

**Recommendation**

Due dates for online quizzes and Assignment 2/ 3 will be scheduled in separate weeks.

**Action**

This has been achieved. Each week lectures have included contemporary news stories to highlight teaching concepts, tutorials have included a focus on a case study, and assessment is based on case studies.

#### Feedback from Students course survey, in person communication

**Feedback**

Online Quizzes and Assignment 2/ 3 due dates should not be in the same week.

**Recommendation**

Learning materials will include practical examples, industry specific HR management information, video case studies and other learning materials generated from the professional associations.

**Action**

This was addressed. Due dates were varied and students were advised in the early weeks about the proximity of assessment due dates.

## Unit Learning Outcomes

**On successful completion of this unit, you will be able to:**

1. critically assess the role of HRM in achieving organisational objectives
2. analyse and describe the management of HRM functions for strategic integration to maximise organisational effectiveness
3. apply contemporary issues in managing human resources within the context of current professional and academic literature
4. identify and interpret key activities and techniques of human resource management to plan, attract, recruit, develop, motivate and reward employees and respond to changes from the industrial relations framework and employment law
5. develop critical understanding of contemporary human resources issues and evaluate future trends in HRM.



## Textbooks and Resources

### Textbooks

HRMT20024

#### Prescribed

##### **Human Resource Management: Strategy, People, Performance**

Edition: 5th (2014)

Authors: Robin Kramar, Timothy Bartram, Helen De Cieri, Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright  
McGraw Hill Education

North Ryde, NSW, Australia

ISBN: 9781743070536

Binding: Paperback

#### Additional Textbook Information

##### **Students: How to purchase and download your McGraw-Hill eBook**

1.) Download Vitalsource Bookshelf ON YOUR LAPTOP OR DESKTOP FIRST from <https://support.vitalsource.com/hc/en-us> if you don't already have it on your computer.

You may access your eBook on a tablet or your smartphone but only AFTER you have downloaded bookshelf and the eBook onto your desktop or laptop.

2.) To purchase your eBook open the link given to you by your lecturer:

<https://create.mheducation.com/shop/#/catalog/details/?isbn=9781308447520>

Click on the orange box 'Add to cart'

- If you don't have a McGraw-Hill account under 'Do you have an Account?' click 'Register Now'

- Under Create Account enter your details including your email address and create your own password (make a note of this) and fill in all other fields.

*\*NOTE: Please ensure that you use the same username (email address) and password in both Vitalsource AND eBookstore accounts! If they are not exactly the same you will not be able to download the eBook.*

2.a.) Check Out Once you have selected your eBook and are now at the Shopping Cart click on 'check out'.

Please note that the price WILL BE IN US DOLLARS. This is because the site is American (just like Amazon.com), however, you are simply being charged the Australian price given to you by your lecturer that has been converted.

- Enter Billing Info to purchase with a Credit Card

3.) Downloading your eBook:

Click download to your computer (you can view online as soon as you have downloaded)

Click 'Download', if "You do not have a license" appears in a box, click 'Update'

Wait for your eBook to download (this may take some time)

4.) Your eBook list appears - Once book has downloaded it is available for viewing!

For instructions on how to view online, share notes, highlight text, install the app on your iPhone or tablet, and go to:

<http://support.vitalsource.com/>

If you have any problems, please do not hesitate to contact our Customer Care Centre at [www.mhhe.com/support](http://www.mhhe.com/support)

\*\*\*Paper copies are still available, if preferred, and can be purchased at the CQUni Bookshop [here](#).\*\*\*

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

#### **You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Linda Colley** Unit Coordinator  
[l.colley@cqu.edu.au](mailto:l.colley@cqu.edu.au)

## Schedule

### Week 1 - 06 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
What is Human Resource Management?	Chapter 1	

### Week 2 - 13 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Human Resource Management	Chapter 2	

### Week 3 - 20 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
HR Planning	Chapter 7	

### Week 4 - 27 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Ethical and Legal contexts of HRM	Chapters 3, 4 and 15	Quiz 1

### Week 5 - 03 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Industrial challenges for HRM	Chapter 5	

### Vacation Week - 10 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
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### Week 6 - 17 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Diversity and Work-Life Balance	Chapter 9	Quiz 2 <b>Assessment Task 2: Report on Employment Relations</b> Due: Week 6 Monday (17 Apr 2017) 5:00 pm AEST

### Week 7 - 24 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Analysis and Design of Work	Chapter 6	

### Week 8 - 01 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Employee Recruitment and Selection	Chapter 8	Quiz 3

### Week 9 - 08 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Performance Management	Chapter 10	

### Week 10 - 15 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Development	Chapters 11 and 12	Quiz 4

**Week 11 - 22 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Motivation, rewards and compensation	Chapters 13 & 14	

**Week 12 - 29 May 2017**

Module/Topic	Chapter	Events and Submissions/Topic
Contemporary Issues in HRM	Chapter 18	<b>Assessment Task 3: Report on recruitment in an industry/organisation</b> Due: Week 12 Monday (29 May 2017) 5:00 pm AEST

**Review/Exam Week - 05 Jun 2017**

Module/Topic	Chapter	Events and Submissions/Topic

**Exam Week - 12 Jun 2017**

Module/Topic	Chapter	Events and Submissions/Topic
		No exam for this course

## Assessment Tasks

### 1 Online Quiz(zes)

**Assessment Type**

Online Quiz(zes)

**Task Description**

- There will be 4 online quizzes
- Each quiz will have 20 MCQs worth .25 marks for each question.
- Students will have only one attempt to submit answers
- There will be only one correct answer to each question. Only the correct answer will attract marks.
- There is no time limit on quizzes. Online quizzes will close on Sunday evening at 5.00 pm AEST of the quiz week.
- Students must complete the quizzes by the above quiz closing time. The system prevents attempts to complete the quiz after the closing time. Failure to complete the quiz by the closing time will result in a zero (0) score. There are no extensions to quizzes. There are no alternatives to quizzes.
- Students are advised not to flag any MCQs while attempting quizzes as flagged MCQs cannot be retrieved to submit.

Quiz questions will be drawn from book chapters and learning materials only. A distinct quiz button is placed in Moodle site

- Week 4 quiz will cover Module 2 & 3 learning materials, and textbook chapters.
- Week 6 quiz will cover Module 4 & 5 learning materials, textbook chapters
- Week 8 quiz will cover Module 6 & 7 learning materials, textbook chapters
- Week 10 quiz will cover Module 8 & 9 learning materials, textbook chapters

**Number of Quizzes**

4

**Frequency of Quizzes**

Other

**Assessment Due Date**

This assessment requires four submissions during the term. Submissions must be made via Moodle in weeks 4, 6, 8 and 10.

**Return Date to Students**

Marks and answers to Quiz questions will be made available after the last day of participation.

**Weighting**

20%

**Assessment Criteria**

No Assessment Criteria

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Submission Instructions**

via the online submission system in Moodle

**Learning Outcomes Assessed**

- critically assess the role of HRM in achieving organisational objectives
- identify and interpret key activities and techniques of human resource management to plan, attract, recruit, develop, motivate and reward employees and respond to changes from the industrial relations framework and employment law

**Graduate Attributes**

- Knowledge
- Cognitive, technical and creative skills
- Research
- Self-management

## 2 Assessment Task 2: Report on Employment Relations

**Assessment Type**

Written Assessment

**Task Description**

**Case Study:** The assessment item is based on the case study titled *Constructive Relations at Top Trucking Company* (Pages 169-170 of the textbook):

Based on this case study, write a business report that answers all the three questions:

1. How do the new workplace practices introduced by the new yard manager complement one another?
2. What are the risks to sustaining these changes if George or the yard manager moves on?
3. Do you think tough blue collar unions like the Transport Workers Union are more or less likely to engage in workplace changes like these than public or service sector unions? Why? How would you find out if you are right?

All answers must be written with supporting academic references, including at least 10 peer reviewed journal articles. Please see the Moodle unit website for more details.

**Length:** 1750 words  $\pm$  10% (including executive summary, introduction, heading and subheadings, recommendations and conclusion but excluding title page and reference list)

**Weighting:** 35%

**Reference Style:** APA Style <https://www.cqu.edu.au/?a=14033>

**Document type:** MS Word document (doc and docx only). Other types are not acceptable. Documents that cannot go through Turnitin or cannot be opened will not be marked.

**Assessment Due Date**

Week 6 Monday (17 Apr 2017) 5:00 pm AEST

**Return Date to Students**

Monday (8 May 2017)

This is an estimated date only. Assignments will be returned after the marking and moderation processes are completed. Sometimes there might be a delay pending contingencies. Also, late submissions will result in significant delays in returning your assignments.

**Weighting**

35%

**Assessment Criteria**

Your report will be assessed on the extent to which it meets each of the following criteria:

- Research and use of critical academic resources (10 Marks)
- Analysis of the case and response to questions/task (10 Marks)
- Integration of research with the case (10 Marks)
- Presentation: referencing, organisation, structure, communication (5 Marks)

Penalty for late submission without approval if applicable  $[(-5\% \times 35)/\text{day} = -1.75 \text{ marks/day}]$

Important: Plagiarism will result in a "zero" score and will be reported to the Academic Services Centre of the University.

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online

### Submission Instructions

Through Moodle site

### Learning Outcomes Assessed

- critically assess the role of HRM in achieving organisational objectives
- analyse and describe the management of HRM functions for strategic integration to maximise organisational effectiveness
- apply contemporary issues in managing human resources within the context of current professional and academic literature
- identify and interpret key activities and techniques of human resource management to plan, attract, recruit, develop, motivate and reward employees and respond to changes from the industrial relations framework and employment law
- develop critical understanding of contemporary human resources issues and evaluate future trends in HRM.

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## 3 Assessment Task 3: Report on recruitment in an industry/organisation

### Assessment Type

Written Assessment

### Task Description

**Due Date:** Week 12, Monday 29 May 2017, 5pm

**Length:** 2000 words  $\pm$  10% (excluding title page and reference list)

**Weighting:** 45%

**Reference Style:** APA Style <https://www.cqu.edu.au/?a=14033>

**Document type:** MS Word document (doc and docx only).

### Description:

Select an organisation or industry as the case study for your report. Identify some of the key challenges for recruiting the workforce for this organisation/industry, and recommend strategies to address these challenges. Your report should make reference to factors such as labour supply/demand, organisational image, demographic issues (such as an ageing workforce, generations, diversity etc), as well as recruitment strategies such as employer branding and types of advertising.

Please see the Moodle site for more details.

### Assessment Due Date

Week 12 Monday (29 May 2017) 5:00 pm AEST

### Return Date to Students

Assignments will be returned after the marking and moderation processes are completed.

### Weighting

45%

### Assessment Criteria

Your report will be assessed on the extent to which it meets each of the following criteria:

- Research and use of critical academic resources (10 Marks)

- Analysis of the case and response to questions/task (15 Marks)
- Integration of research with the case (10 Marks)
- Presentation: referencing, organisation, structure, communication (10 Marks)

Penalty for late submission without approval if applicable [(-5%× 45)/day = -2.25 marks/day]

Important: Plagiarism will result in a “zero” score and will be reported to the Academic Services Centre of the University.

### **Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### **Submission**

Online

### **Submission Instructions**

Through Moodle site

### **Learning Outcomes Assessed**

- critically assess the role of HRM in achieving organisational objectives
- analyse and describe the management of HRM functions for strategic integration to maximise organisational effectiveness
- apply contemporary issues in managing human resources within the context of current professional and academic literature
- identify and interpret key activities and techniques of human resource management to plan, attract, recruit, develop, motivate and reward employees and respond to changes from the industrial relations framework and employment law
- develop critical understanding of contemporary human resources issues and evaluate future trends in HRM.

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem